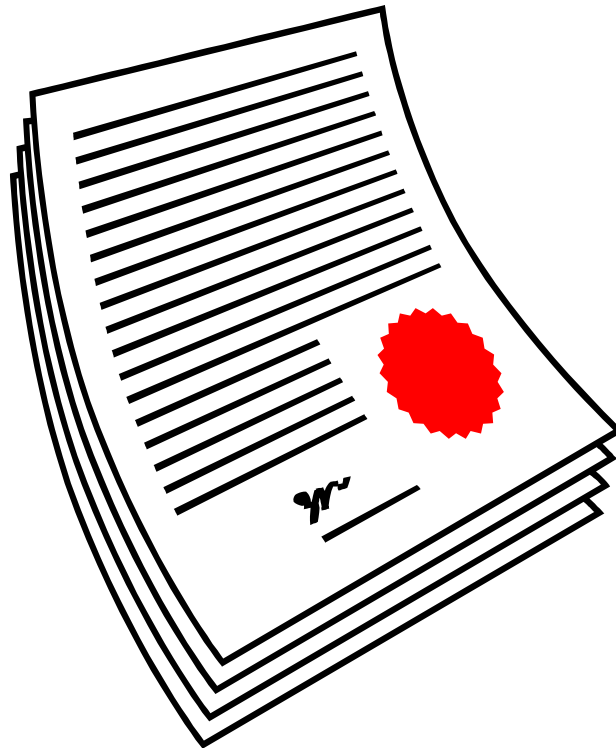


California Child and Family Services Review

Calaveras County

System Improvement Plan



County System Improvement Plan

I. SIP Narrative

1. Identify Local Planning Bodies

Purpose: The purpose of this section is to demonstrate to CDSS the collaborative and planning relationships the county child welfare agency engaged for the Self-Assessment and SIP processes.

Arleen Garland	Human Resource Council - Child And Parent Services
Frank Orlando	Calaveras County Office of Education
Grant Barrett	Calaveras County Superior Court
Jeanne Boyce	Calaveras County Behavioral Health, Public Health and Substance Abuse Programs
Judy Spadoni	West Point/Railroad Flat Healthy Start
Marcie Jo Caywood	Calaveras County Public Health
Mary Antus	Calaveras Works and Human Services Agency, Welfare to Work/Employment Services
Mary Pynn	First 5 - Calaveras
Michael Walker	Calaveras County Sheriff's Department
Mike Carll	Parent Partner, Children's System of Care
Nita Reynon	Calaveras Works and Human Services Agency, Eligibility
Richard Manders	Calaveras County Juvenile Probation
Tammy Beilstein	Prevent Child Abuse - Calaveras
Lynda Smallenberger	Kene-Me-Wu
Sheri Matson	Calaveras Women's Crisis Center
Sue Dodson	Deputy Director, Calaveras Works and Human Services Agency
Susan Webb	CDSS Adoptions District Office

Calaveras Works and Human Services Agency Child Protective Services Social Work staff:

Alisa Duncan, Supervisor
Ann Wathen, Social Worker III
Dave Godzina, Social Worker III
Eva Macias, Social Worker III
Jeanette O'Brien, Staff Services Analyst
Judi Dufloth, Social Worker III
Justin Simko, Social Worker I
Karen Ferguson, Supervisor

Karen Karam, Social Worker II
Marcie Trowbridge, Social Worker II
Sharon Connell, Social Worker III
Sharon Jones, Social Worker I
Shauna Ramirez-Hawkins, Social Worker III
Susan Sheehan, Social Worker III
Sylvia O'Flinn, Social Worker III
Tiffany Gorham, Social Worker I

2. Share Findings that Support Qualitative Change

Purpose: CDSS would like to learn about the data collection that you performed in the Self-Assessment that assisted with your analysis of qualitative practices such as customer service, family assessment, service delivery, case planning, etc. This is the section to share findings from client and service provider focus groups, surveys, interviews, and other data collection mechanisms. This section will also include the findings and analysis of the PQCR once that process is launched.

We used e-mail to communicate with all of the "local planning bodies" identified in Section 1 above throughout the Self-Assessment planning process. We had two meetings where we used power point presentations to review the quarterly report data provided to us by CDSS. These presentations and quarterly reports were also sent to each participant via e-mail. At each meeting, and with every e-mail correspondence, we encouraged all of the participants to give us their reaction to the statistics, suggestions regarding what they thought the statistics suggested for our county, and suggestions on how we could improve them. A draft of our Self-Assessment report was also sent via e-mail prior to our second meeting, so that each participant could familiarize themselves with the report and come prepared with questions, comments and suggestions. The final Self-Assessment Report was also sent to each participant via e-mail.

In addition, we utilized Business Objects to rebut or substantiate some of the statistical data provided on our quarterly reports.

3 Attach the Summary Assessment (Section V) of the Self-Assessment.

SUMMARY ASSESSMENT

C-CFSR OUTCOMES

1. *Children are, first and foremost, protected from abuse and neglect.*
2. *Children are maintained safely in their homes whenever possible and appropriate.*
3. *Children have permanency and stability in their living situations without increasing reentry to foster care.*
4. *The family relationships and connections of the children served by the CWS will be preserved, as appropriate.*
5. *Children receive services adequate to their physical, emotional and mental health needs.*
6. *Children receive services appropriate to their educational needs.*
7. *Families have enhanced capacity to provide for their children's needs.*
8. *Youth emancipating from foster care are prepared to transition to adulthood.*

A. Discussion of System Strengths and Areas Needing Improvements

In summary, using the October 2004 Outcome & Accountability Data Reports:

- The number and rate of children with referrals in our county (99 per 1,000) is nearly double the statewide average (52 per 1,000). We would like to think this can be attributed to having a community that cares about children and professionals who are knowledgeable about the mandated reporting laws. It makes sense then that the number and rate of first entries in our county (6.4 per 1,000) is nearly double the statewide average (2.9 per 1,000) as well as our number and rate of children in care (15.8 per 1,000 vs. 8.9 per 1,000).
- Approximately 18% of all children with a substantiated referral had a subsequent substantiated referral within 12 months in our county (versus 13.5% for the state). Our rate of recurrence of abuse/neglect in homes where children were not removed was 14.7% (versus 8.8% for the state). We attribute this to our strong belief in pre-placement preventative services, and trying other avenues of helping families before resorting in out-of-home placement and Court involvement.
- The rate of child abuse/neglect in foster care in our county was 0.745%. We credit that to the nearly exclusive use of foster family agency homes, and the frequent, direct involvement of the foster family agency social workers in the homes, and more extensive on-going mandatory training for FFA foster parents.

- Our percentage of timely immediate investigations (76%) is lower than the statewide average of 93.9%. Our percentage of timely 10-day response investigations is 72.4%, in comparison to the statewide average of 90%. We have experienced staffing shortages due to vacancies and medical Leaves of Absences. In addition, CWS/CMS training has been conducted to provide consistency and accuracy in timely data entry, and "Timely Social Worker Contacts" is an aspect of our SIP.
- Our percentage of timely monthly social worker visits with the child is 89.7%, in comparison to 88.5% for the state. Again, staffing shortages were problematic, and our visits were not being documented correctly in CWS/CMS. Training has since been concluded, and we are addressing this in our SIP.
- Approximately 77.1% of all of the children in our county that were placed in out-of-home care were in care for less than 12 months. This is higher than the statewide average of 64.4%. However, approximately 47.5% of all children in our county who entered foster care for the first time, and stayed at least 5 days, were reunified within 12 months, versus the statewide average of 35.9%.
- An average of 60% of all children in our county who were adopted from foster care had been in care for less than 24 months, nearly double the statewide average of 26.8%. However, the percentage of all children in our county who entered foster care for the first time, stayed at least 5 days, and were adopted within 24 months drops to 6.3% (5.4% for the state).
- Approximately 82% of the children in our county who were in out-of-home placement for less than 12 months had only 1 to 2 total placements. The figure drops to 55% for all of the children in our county who entered out-of-home care for the first time and stayed at least 5 days. The statewide averages are 84.5% and 63.3%, respectively. Again, while we try to maintain children in as few placements as possible, placement changes are often out of our control.
- An average of 10% of all children in our county who entered foster care had subsequent entries within 12 months of a prior exit (nearly identical to the state percentage of 10.4%). Of all children in our county who entered out-of-home placements for the first time and stayed at least 5 days, 27.3% re-entered within 12 months of reunification. This figure is higher than the statewide average of 13.2%.
- We had 45.5% of all children in foster care in our county placed with all siblings, while 63.4% were placed with some (or all) siblings. The state had similar figures of 42.7% and 66.5%. During the first 2 "point-in-time" periods

(7/01/03 and 10/01/03), we had several large sibling groups of 4 to 6 children in placement, and it is difficult to find homes that can adequately accommodate all of them together.

- It is not surprising that a majority of the children in out-of-home placement in our county are placed in FFA homes (64.2%), given that we have very few county licensed foster homes and no children's shelter or receiving home. The next highest placement type in relative homes (34.3%), followed by Legal Guardianship, and then group homes, and then County licensed foster homes.
- During the entire reporting period, half (50%) of the children in our county identified as Native American in out-of-home care were placed with a relative. The other 50% were placed with non-relative, non-Indian foster homes. We comply with all ICWA rules and regulations.
- 116 children received ILP services in our county from 10/01/2001 - 9/30/2002, and 123 children from 10/01/2002 - 9/30/2003.

B. Areas for further exploration through the Peer Quality Case Review (PQCR)

The three target areas that we see as needing the most improvement are as follows:

Timely social worker contacts. Although we feel that we are seeing our clients much more frequently than the figures being reported, we recognize the need for higher awareness of the problem, as well as the need for more training to maximize our contact statistics.

Incorporating family input in case planning. Division 31 Regulations mandate that we seek the assistance of parents and children (over the age of 10) in developing case plans within 30 days. Although the barriers in successfully accomplishing this with every family have been addressed in section III.B.3 of our Self-Assessment Report, this is an area that we can improve upon.

Increased ILP services. We are proud to have served the number of children that we have, given the limited program we had to offer. Now that we have a full-time ILP worker, we are planning significant changes that will improve outcomes for this vulnerable population.

3. SIP Plan Components

SIP Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	Calaveras
Responsible County Child Welfare Agency:	Calaveras Works and Human Services Agency
Period of Plan:	December 1, 2004 through December 31, 2007
Period of Outcomes Data:	Quarter ending June 30, 2004
Date Submitted:	November 19, 2004
County Contact Person for County System Improvement Plan	
Name:	Mikey Habbestad
Title:	Program Manager
Address:	509 E. St. Charles Street, San Andreas, CA 95249
Phone/Email	(209) 754-6615 / habbem@cws.state.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Terri Beaudreau
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Don Meyer
Signature:	

SIP Instructions

Using the matrix format below, for each area identified in the County Self-Assessment or PQCR as needing improvement, describe the following:

- *County's current performance as identified in the County Self-Assessment.*
- *Improvement Goals: specific, achievable, measurable.*
- *The strategies to be used to achieve the goals*
- *How the strategies will build on progress and improve this program/outcome area.*
- *The specific milestones of the strategies, the timeframes in which the milestones will be achieved, and the responsible staff member for overseeing the milestone's accomplishment.*
- *Any additional systemic factors needing to be addressed that support the improvement plan goals.*
- *The educational/training needs (including technical assistance) to achieve the improvement goals.*
- *The roles of other partners in achieving the improvement goals.*
- *Any regulatory or statutory changes needed to support accomplishment of the improvement goals.*

Outcome/Systemic Factor: Timely social worker contacts					
County's Current Performance: According to the October 2004 quarterly report, our percentage of timely immediate investigations is 76%, and timely 10-day investigations is 72.4%. In addition, our percentage of timely monthly social worker visits with the child is 89.7%. We recognize a need for training in accurate data entry in CWS/CMS, as well as an overall need for improvement in timely social worker contacts.					
Improvement Goal 1.0 Improve social worker contact documentation in CWS/CMS computer system.					
Strategy 1. 1 Receive training by UC Davis on how to enter information into CWS/CMS so that we can maximize our actual social worker contact statistics.				Strategy Rationale We are confident that our actual contacts are not adequately reflected in the quarterly statistical reports. Training will help us ensure a reflection of more accurate statistics.	
Milestone	1.1.1 Receive training from UC Davis on case contact documentation in CWS/CMS (most of the staff did receive this training in June of 2004, subsequent to the completion of our Self-Assessment report).	Timeframe	1 month (12/19/04)	Assigned to	New social work staff
	1.1.2 Utilize extra-hires, Vocational Assistant and Ameri-Corp volunteer staff to enter contact information in CWS/CMS.		3 months (02/01/05)		Extra-hire social worker; Vocational Assistant; Ameri-Corp volunteers
Strategy 1. 2 Ensure timely entry of referrals into CWS/CMS, as well as timely referral assignment to Emergency Response social workers.				Strategy Rationale The Emergency Response social workers need to be assigned to referrals as soon as possible, so that they can initiate contacts within the required 2 hour or 10 day timeframes.	

Milestone	1.2.1 Train APS staff on how to enter referrals directly into CWS/CMS.	Timeframe	2 months (01/01/05)	Assigned to	APS social workers
	1.2.2 Intake "Worker of the day" social worker to enter all referrals received no later than 9:00 a.m. on the following business day.		1 month (12/19/04)		CWS social workers
	1.2.3 Emergency Response supervisor and social workers to meet daily at 9:00 a.m. to review all pending referrals.		1 month (12/19/04)		Emergency Response supervisor; Emergency Response social workers
	1.2.4 Review with all social worker staff the procedures and regulations on identifying and inputting 2-hour response referrals.		2 months (01/01/05)		APS and CWS social workers
	1.2.5 Train school personnel on making suspected child abuse reports in a timely manner.		1 year (11/01/05)		Emergency Response supervisor
Strategy 1. 3 Creative case sharing for CWS social worker staff.			Strategy Rationale Enabling social workers to share cases will help ensure that all contacts are being done in a timely manner.		
Milestone	1.3.1 Utilize extra-hire social worker for face-to-face visits with out-of-county children and foster parents.	Timeframe	On-going	Assigned to	CWS social workers
	1.3.2 Allow CWS social workers to make face-to-face visits for other CWS social workers with children and foster parents in the same geographical region that they are already planning on visiting for their own caseload.		3 months (02/01/05)		CWS social workers

Improvement Goal 2.0 Develop and implement a Differential Response Team.					
Strategy 2.1 Continue to participate in the Breakthrough Series Collaborative conference calls and/or trainings.			Strategy Rationale The support of the BSC collaborative is essential for us to continue to progress towards a solid Differential Response Team.		
Milestone	2.1.1 The core Differential Response Team members will regularly participate in the conference calls and trainings.	Timeframe	On-Going	Assigned to	CWS Program Manager CWHSA Deputy Director Emergency Response social worker Mental Health Parent Partner HRC-Child And Parent Services Manager
	2.1.2 Identify and include other community partners in Differential Response as needed.		1 year (11/01/05)		Differential Response Team
Strategy 2. 2 The Differential Response Team will meet weekly to discuss appropriate referrals and assign to team members accordingly.			Strategy Rationale Regular, weekly meetings will strengthen the team and, therefore, our quality of responses to the referrals.		
Milestone	2.2.1 Identify geographic "target" area for Differential Response.	Timeframe	1 year (11/01/05)	Assigned to	CWS Program Manager
	2.2.2 Set aside all referrals not being immediately responded to, or evaluated out, in the target area in daily Emergency Response Team referral reviews.		2 years (11/01/06) and on-going		Emergency Response Supervisor

	2.2.3 Schedule regular Differential Response Team meetings immediately following Multi-Disciplinary Team meetings every Friday.		2 years (11/01/06) and on-going		Multi-Disciplinary Team coordinator
Strategy 2.3 Differential Response Team members will develop an outcome measurement tool.			Strategy Rationale An outcome measurement tool will help each participating Differential Response Team agency ascertain the adequacy and effectiveness of the team intervention.		
Milestone	2.3.1 The core Differential Response team will research other counties' tools to develop a tool of our own.	Timeframe	1 year (11/01/05)	Assigned to	Core Differential Response Team
	2.3.2 Each Differential Response Team agency will implement the outcome measurement tool.		2 years (11/01/06)		Differential Response Team agency Managers
	2.3.3 The core Differential Response Team members will collect the data from each agency to monitor the adequacy and effectiveness of the Differential Response Team interventions.		3 years (11/01/07)		Core Differential Response Team
<u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u>					
The thrust of Differential Response (and Child Welfare Services redesign as a whole) is a greater emphasis on preventative services, and the philosophy that "it takes a village to raise a child". Our community seems to agree that the CWS system can be improved on and that we want to be able to work together to make that happen.					
<u>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</u>					
Our new social worker staff will need CWS/CMS "New User" training, with an emphasis on entering contact information accurately. In addition, our APS staff will need further CWS/CMS training to adequately enter referrals in the system.					

We will also need continued training and support from the Breakthrough Series Collaborative on Differential Response issues.

Identify roles of the other partners in achieving the improvement goals.

Other agencies will need to continue to be a part of our Differential Response Team include, but are not limited to, the following: Probation, Mental Health, HRC-Child and Parent Services, Substance Abuse Services, Public Health, Welfare-to-Work, HRC-Women's Crisis.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

For Differential Response to be able to work, we will need to broaden our ability to refer families that are reported to us to other non-traditional, non-profit and private agencies. In order to do this, we will need to address the issue of confidentiality.

Outcome/Systemic Factor: Incorporating Family Input in Case Planning					
County’s Current Performance: Per Division 31 Regulations, we are required to develop our case plans with the family whenever possible. This can be problematic for many reasons: The parents refuse to cooperate, are unavailable, or they really don't know what services are available in our county that can assist them. The case plan is supposed to be developed within 30 days so that the family knows what will be expected of them, should Dependency be declared. Although the case plan isn't always completed in writing by then, there are usually on-going discussions between the social workers and the family regarding proposed case plan services.					
Improvement Goal 1.0 Case Plans are to be completed within 30 days.					
Strategy 1. 1 Within thirty calendar days of the initial removal of the child, or in-person investigation, or by the date of the Dispositional Hearing (whichever comes first), the social worker shall complete as assessment and incorporate a case plan designed for that family.			Strategy Rationale Emergency Response Team will implement a case plan based on the needs of the family to guide the participants within a specified time frame to achieve a safe, secure and healthy environment.		
Milestone	1.1.1 Within two days, the initial referral received by the department shall be assigned to the emergency response social worker.	Timeframe	3 months (02/01/05)	Assigned to	Emergency Response Supervisor
	1.1.2 The assigned emergency response social worker shall meet with all family members within ten days (or two hours, depending on the allegations) of receipt of referral.		3 months (02/01/05)		Emergency Response Supervisor

	1.1.3 The emergency response social worker will complete a case plan and family assessment for each child and parent for whom child welfare services are to be provided. This will include gathering and evaluating information relevant to the case situation and appraising case service needs.		3 months (02/01/05)		CWS Supervisors
Strategy 1. 2 Emergency Response social workers to have some family strength information to take to the referral appointment with client.			Strategy Rationale The role of the social worker will be to assist in decision making with the family to solve the family issues in a supportive and accommodating spirit.		
Milestone	1.2.1 Intake workers will routinely ask all reporting parties for any strengths they may know about the families they are reporting on, so that the Emergency Response social workers will have that information when they investigate referrals to help soften the approach during interviews.	Timeframe	3 months (02/01/05)	Assigned to	CWS social workers; APS social workers
	1.2.2 Specific training designed to focus on motivational skills, recognize accomplishments, communication and confronting negative conflict professionally.		1 year (11/01/05)		CWS Supervisors
	1.2.3 Supervisors will monitor caseload size and be conscientious of social worker's possible burnout and/or trainings needed.		6 months (05/01/05)		CWS Supervisors
Strategy 1.3 Substance Abuse Services to provide more thorough assessments			Strategy Rationale Provide a more reasonable designated service for drug and alcohol		

of referred CWS clients.			related cases that are common to both agencies.		
Milestone	1.3.1 Agencies to participate in Differential Response process to gain accurate information regarding the family. Substance Abuse Services counselors and CWS social workers will assist one another in evaluating and determining what services will be needed for each client.	Timeframe	1 year (11/01/05)	Assigned to	CWS social workers
	1.3.2 Cost of services is a combined liability for Substance Abuse Services, Calaveras Works and Human Services Agency, and the client.		3 years (12/31/07)		CWHSa Director; Behavioral Health Director
	1.3.3 Elimination of duplicated services (such as excessive urinalysis drug and alcohol testing) being conducted by both agencies.		6 months (05/01/05)		CWS Program Manager; Substance Abuse Services Director
Improvement Goal 2.0 Incorporate Family Decision Making into the initial case planning stage.					
Strategy 2.1 Receive specialized training in Family Group Conferencing.			Strategy Rationale The combination of family strengths and community support can keep children safe and well cared for as well as providing a family-centered focus with the family and community support members in a non-adversarial environment.		

Milestone	2.1.1 Family Decision Making Training by U. C. Davis will focus on social workers incorporating the philosophy of families creating their own objectives and responsibilities of their case plan and possible placement options that are family-focused, culturally competent and safe.	Timeframe	6 months (05/01/05)	Assigned to	CWS Supervisors
	2.1.2 Specialized social worker designed to provide Family Group Decision Making meetings. The FGDM social worker will assess the social, cultural, economy and traditions of each family.		1 Year (11/01/05)		FGDM Coordinator
	2.1.3 Create policy and procedures and implement into agency practice, as well as a plan created to document statistical measures of success.		1 Year (11/01/05)		Staff Services Analyst
Strategy 2. 2 A collaborative effort between Behavioral Health, Welfare to Work, Human Resource Council and Child Welfare Services in providing families with an opportunity to succeed in their court-ordered family reunification plan.			Strategy Rationale Work with "at risk" families and children in a successful completion of their court-ordered case plan and in maintaining a safe environment when the family is reunified, while also utilizing processes already in place, such as the Multi-Disciplinary Team.		
Milestone	2.2.1 In addition to MDT, create a Team of members from each agency that will review and screen Family Reunification cases.	Timeframe	1 year (11/01/05)	Assigned to	CWS Supervisors

	2.2.2 Families to receive additional counseling/parent support to assist the family in recognizing foreseeable problems that may arise when the family is reunified.		1 year (05/01/05)		CWS Supervisors Welfare to Work Supervisor Mental Health Director Human Resources Council Manager
	2.2.3 Create a tracking system for outcome measures of success in the family maintaining a safe healthy environment.		3 Years (11/01/07)		CWS Program Manager

Strategy 2.3

Preventative Services to be provided to families by the Calaveras Works and Human Services Agency.

Strategy Rationale

Provide referrals, guidance and assistance to families prior to Court proceedings.

Milestone	2.3.1 Universal referral form adopted by all agencies including a release of information.	Timeframe	1 year (11/01/05)	Assigned to	Program Managers from all Agencies.
	2.3.2 Safety Plans completed by the assigned Emergency Response social worker.		6 months (05/01/05)		Emergency Response Supervisor
	2.3.3 Pamphlets, Brochures, How-to Guides, Referral Directory and Handbooks regarding available services in the community.		3 years (11/01/07)		All service providers in Calaveras County.

Describe systemic changes needed to further support the improvement goal.

Changes that need to first occur are the overall philosophy of social services. By involving as many family members, community service providers and support persons in the life of a vulnerable child, the circle of support for the child and family is widened. With the enhanced level of family and community involvement, child safety is not solely the function of the Child Welfare Services agency. The strengths within the child's family network supplement and enhance the formal child protection role. More importantly, this philosophy provides the forum for family empowerment and decreases the role that government might otherwise have in these cases. In supporting this vision, Calaveras Works and Human Services Agency remains committed to any and all strategies that improve the safety and permanency outcomes for children.

There should be no conflict in extending these principles to the practice of social work, or extending them to the protection of children.

Social work has historically emphasized simultaneously preserving the autonomy of the individual and promoting the safety and well being of the community. Yet, dissatisfaction with the system of child protection and the practices that have proliferated in response to this concern is widespread. Much of this dissatisfaction can be traced to the hierarchical decision-making that has characterized especially in government bureaucracies where each department's functions are separated by funding and administrative silos. Child Welfare Services Social Workers are often the recipients of scorn from families, communities, and the media. Such processes ultimately demonize families, especially those living in poverty, single mothers, minorities and others deviating from the American "Ideal". This further challenges the possibility of engaging them in building their capacities and helping them to develop within their own social networks.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

In the future of a budget that gives little for training expenses, the goal would be to provide on-site training, combined county training and specialized training in the areas needed. A clerical assistant, vocational assistant or analyst would need dedicated time to research materials that can be duplicated for training manuals.

Identify roles of the other partners in achieving the improvement goals.

It is crucial to have all community members that provide services to our families be included in our goals. At the heart of "community centered" practice is the democratization of decision making in which family members, support persons and community members are included. With Differential Response, Multi-Disciplinary Team, Family Group Decision Making and all community service providers, training can be provided by individuals in their respective departments. Establishing a community network will also guarantee collaboration, needed services and less duplication of services.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Confidentiality must be guaranteed to remain in effect to protect the families. The Calaveras Works and Human Services Agency must be willing to change its philosophy to a more strength-based model. This may require regulatory and statutory changes in the future.

Outcome/Systemic Factor: Increased ILP services**County's Current Performance:**

Until January of 2004, Calaveras County did not have a full-time ILP worker. During the 2002 and 2003 reporting periods, our full-time Adult Protective Services supervisor was the ILP coordinator for our county. Each Child Welfare Social Worker and Juvenile Probation Officer was responsible for referring their eligible youth to the ILP coordinator. The ILP coordinator would send the youth information and a schedule of classes. Classes were provided twice a month (the same basic topic, broken into 2 age groups - one for high school seniors and older, and one the younger population). The ILP coordinator provided information to the ILP students regarding college financial aid/grants and applications. She contracted out for Job Connection to come and speak with the youth about employment opportunities. She also let all seniors know that they are eligible to continue to receive ILP services until the age of 21. However, we still do not have a formalized system to keep in contact with emancipating youth for follow up.

During the 12-month reporting period of 10/01/2001 - 9/30/2002, 116 youth received ILP services in our county. Of those, 12 graduated from high school, and we know of at least 5 of those youth enrolled in college/higher education.

During the 12-month reporting period of 10/01/2002 - 9/30/2003, 123 youth received ILP services in our county. There is no report available regarding how many of them graduated from high school, nor how many of those youth enrolled in college/higher education at this time.

Currently there are no tools for measuring the success of the Calaveras ILP Program, or measuring the amount of knowledge gained by the ILP youth by participating in the ILP program.

Improvement Goal 1.0

Provide a wider range of services to ILP Eligible Youth, taking into consideration the individual youth's age, developmental level, and specifically identified needs, in order to better prepare the youth for emancipation. Success in this area will be measured using the Ansell-Casey Life Skills assessment at the beginning of each school year, and upon emancipation of the minor. Comparisons may be made using this assessment to measure the knowledge gained by the youth, as well as the youth's preparedness for independence.

Strategy 1. 1

The ILP Coordinator will be available for, offer, and facilitate

Strategy Rationale

Children develop mentally and emotionally at different rates,

individual meetings with ILP youth to address specific questions, special needs, and planning with the ILP youth.		have different needs, and choose different paths for their futures. It is expected that, through individual meetings, the ILP coordinator will be better able to provide specific one-on-one guidance to help ILP youth plan their futures.			
Milestone	1.1.1 ILP Coordinator will attend Northern California ILP Coordinators' Council meetings to network with other ILP providers and seek knowledge from other counties who are providing this service.	Timeframe	3 months (2/01/05) - or next scheduled meeting.	Assigned to	ILP Coordinator
	1.1.2 ILP Coordinator will develop an ILP Pamphlet detailing services available to ILP youth, and offering individual meetings with active or eligible ILP youth.		6 months (05/01/05)		ILP Coordinator
	1.1.3 ILP Coordinator will begin scheduling individual meetings with ILP youth.		9 months (08/01/05)		ILP Coordinator
Strategy 1. 2 Increase the number of ILP classes held each month.		Strategy Rationale Calaveras County contains two large group homes housing male Probation youth with specific needs. Additionally, there are numerous ILP youth that are at varying developmental levels. Therefore, it is anticipated that, by holding four ILP classes per month on a single topic, each class can be better tailored to meet the needs of the specific group, while maintaining the safety of the children.			

Milestone	1.2.1. ILP Coordinator will attend Northern California ILP Coordinators' Council meetings to network with other ILP providers and seek knowledge from other counties about available services, possible class structures, and curriculums.	Timeframe	3 months (2/01/05) - or next scheduled meeting.	Assigned to	ILP Coordinator
	1.2.2 Begin using Ansell-Casey Life Skills assessment to determine levels of need for each youth. Develop structure for alternate classes.		6 months (05/01/05)		ILP Coordinator/ Supervisor
	1.2.3 Explore options of separating youth into groups of similar age and developmental level. Discuss challenges/problems with FFAs, group homes, and substitute care providers.		1 year (11/01/05)		ILP Coordinator/ Supervisor
Strategy 1. 3 Develop alternate transportation options to facilitate increased attendance of ILP eligible youth at ILP meetings.			Strategy Rationale We have very limited public transportation available in Calaveras County. Identifying and providing transportation options to ILP eligible youth will facilitate improved attendance at the ILP meetings. Many ILP Eligible youth do not attend meetings due to lack of transportation, especially those youth who are placed in foster family homes, relative homes, and Non-Relative Extended Family Member Homes, where the parents work full time and are unable to transport the youth to meetings. Additionally, providing transportation options will increase the ILP Coordinator's ability to tailor classes to specific groups of youths.		

Milestone	1.3.1 Contact service providers, including but not limited to Welfare-to Work, Ameri-corp, FFA's Probation, CWS, and local group homes, to explore availability of transportation providers. Also explore other options for transportation, such as volunteers, public transit, and car-pooling.	Timeframe	3 months (02/01/05)	Assigned to	ILP Coordinator
	1.3.2 Allow the ILP coordinator to make field visits when needed, individually with children, as well as group home visits to meet with a larger group of participants.		6 months (05/01/05)		ILP Coordinator
	1.3.3 Develop agreements within agency and with other agencies, regarding transportation plans for ILP meetings.		1 year (11/01/05)		ILP Coordinator; CWS Program Manager
Improvement Goal 2.0 At the time of emancipation, youth will have a plan of action identifying goals, needs, and activities for the future, as well as a list of community services and a support system, in order to assist them in becoming self-sufficient.					
Strategy 2.1 Develop a Transitional Housing Program for ILP Youth in Calaveras County.			Strategy Rationale Teenagers in the ILP program will have the opportunity to learn the skills and responsibilities necessary to live on their own, while still being supported emotionally and financially by the foster care program. It is anticipated that the Transitional Housing Program will prepare youth to manage their own lives, and will provide a level of continuity as the youth transitions into adulthood.		

Milestone	2.1.1 Hold an initial planning meeting with Department Heads (CWHSA and Probation) to discuss Transitional Housing Program.	Timeframe	6 months (05/01/05)	Assigned to	CWS Supervisors; CWS Program Manager; CWHSA Director; Chief of Probation
	2.1.2 Draft Transitional Housing Program description with Probation and present to Board of Supervisors. Seek alternate bids on Program.		1 year (11/01/05)		CWS Supervisors; CWS Program Manager; CWHSA Director; Chief of Probation
	2.1.3 Select an agency to provide transitional Housing Program and begin developing program.		18 months (05/01/06)		CWS Supervisors; CWS Program Manager; CWHSA Director; Chief of Probation
Strategy 2. 2 Hold Emancipation Conferences for all youth emancipating out of the Foster Care Program.			Strategy Rationale The Ansell-Casey Life Skills Assessment will be completed with the ILP youth and care provider just prior to the Emancipation Conference. This tool will be used to measure the skills gained by the youth from ILP services, and to identify continued needs. A conference will then be held including anyone identified by the youth as being important to the youth's future plans, including but not limited to service providers, school personnel, Social Services, Welfare-to-Work, guidance counselors, family members, and church/spiritual representatives. A plan will be drafted, using input from individuals present at the conference, to help guide the youth into adulthood, and identify a support system for the youth to rely on for continued assistance.		

Milestone	2.2.1 Train Social Workers and community members on the importance of Emancipation Conferences, and discuss/identify strategies to help community members "buy into" the process.	Timeframe	6 months (05/01/05)	Assigned to	ILP Supervisor, with UC Davis FGDM Coordinator
	2.2.2 Design the structure of Emancipation Conferences, using Family Group Decision Making Model.		1 year (11/01/05)		ILP Coordinator ILP Supervisor
	2.2.3 Begin implementation of conferences.		18 months (05/01/06)		ILP Coordinator ILP Supervisor
Strategy 2.3 Create collaboration between ILP and Welfare-to Work, as part of the Linkages Program.			Strategy Rationale Through Linkages, Welfare-to Work is able to provide employment and education information and assistance to ILP eligible youths. Therefore it makes sense to utilize the Welfare to Work services in order to provide the best possible assistance to the youth in becoming self sufficient, and pursuing their goals, whether they choose to pursue immediate full time employment, part time employment, or further education. Additionally, the Welfare-to-Work program can continue to assist emancipated ILP youth with information and referrals to the local community college and Job Center, as well as resumes, job applications and interviewing skills.		
Milestone	2.3.1 Explore availability of Welfare-to-Work staff to participate in ILP classes.	Timeframe	3 months (02/01/05)	Assigned to	ILP Supervisor
	2.3.2 Meet with Welfare-to-Work to identify available resources and develop a plan of action.		6 months (05/01/05)		ILP Coordinator; ILP Supervisor; Welfare-to-Work Supervisor

	2.3.3 Incorporate Welfare-to-Work resources into the ILP program. Add these resources to the ILP Brochure.		1 year (11/01/05)		ILP Coordinator
<u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u>					
<p>We hired an ILP social worker in January of 2004. In addition, the Calaveras Works and Human Services Agency has recently begun projects to create a more intensive Linkages Program, a Transitional Housing Program, and Family Group Decision Making in Calaveras County. Each of these new programs will provide key elements to the youth in the county, including those eligible for ILP services. These programs will play a vital role in the successful completion of this ILP Improvement Plan component. Calaveras Works and Human Services, as well as other agencies involved in these programs, are excited about the future, and dedicated to making the programs work.</p>					
<u>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</u>					
<p>Training and technical assistance in the area of Family Group Decision Making (which will include ILP Emancipation Conferences) is scheduled to begin in January 2005. Social Workers, Managers, and Community Partners will be invited to attend the training and help structure the program. Facilitation and coordination training for the Facilitating Social Worker and Supervisor will be scheduled shortly thereafter.</p> <p>It is anticipated that the Linkages Program will be enhanced and strengthened. Technical assistance may be necessary, and will be sought through The Resource Center for Family Focused Practice.</p>					
<u>Identify roles of the other partners in achieving the improvement goals.</u>					
<p>Calaveras County Probation Department will be partnering with Calaveras Works and Human Services Agency in developing a Transitional Housing Program in Calaveras County for youth transitioning into self-sufficiency. Additionally, Calaveras County will be selecting a Foster Family Agency to develop and oversee the program. The ILP Supervisor will be the Transition Housing Program Coordinator.</p> <p>Calaveras County Child Welfare Services will be inviting Community Partners, including Welfare-to-Work, Calaveras County Behavior Health, Calaveras Women's Crisis Center, Foster Family Agencies, and Foster Families to attend later training and participate in the planning of the Family Group Decision Making Program, which will include Emancipation Conferences for all youth graduating high school or emancipating out of the program. The various agencies will be asked to participate, not only in the planning, but also in the foster</p>					

youth's Emancipation Conference whenever applicable. It is important that the service providers have a strong understanding of the goals of the Emancipation Conference, and the importance of their participation in the process, both during the Conference and following emancipation of the youth.

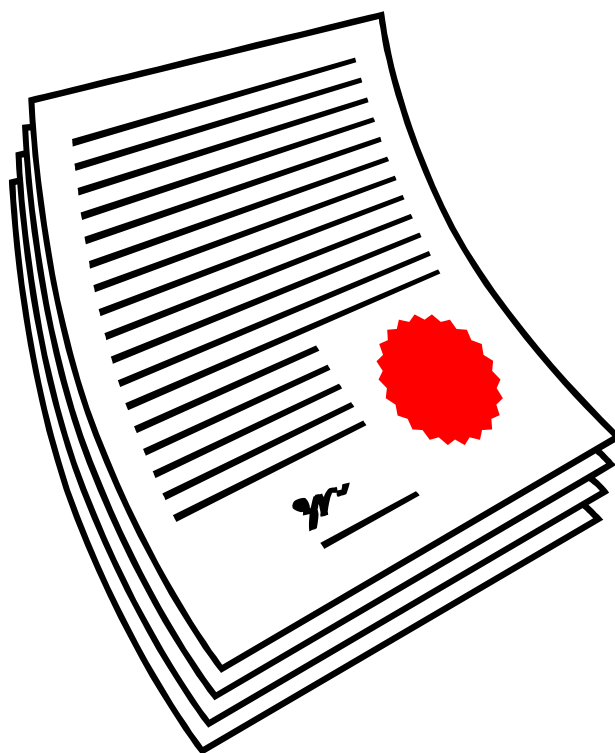
Calaveras County Welfare-to-Work Program will play a vast role in assisting the ILP Coordinator in providing comprehensive training to ILP youth in job application processes, interviewing skills, college and financial aid application, and other skills associated with self sufficiency. It is anticipated that Child Welfare Services and Welfare-to-Work will develop a strong working partnership in this process.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None known at this time.

Calaveras County System Improvement Plan

Addendum



County System Improvement Plan

SIP Narrative:

Calaveras County's rate of child abuse and/or neglect in Foster Care has increased, as follows:

Nine-month review period	Percentage	% Increase / Decrease
10/01/2002 – 06/30/2003	0.83%	N/A
01/01/2003 – 09/30/2003	0.79%	- 0.04%
04/01/2003 – 12/31/2003	0.76%	- 0.03%
07/01/2003 – 03/31/2004	1.44%	+ 0.68%
10/01/2003 – 06/30/2004	1.55%	+ 0.11%
	Total over-all change	+ 0.72%

Data analysis has been conducted in an effort to understand why this rate has nearly doubled. We found that we substantiated a general neglect allegation in February 2003 regarding a child who was placed in foster care. This child accounted for 0.83% of all children we had placed in foster care during the 10/01/2002 to 06/30/2003 time period. We had more children placed in foster care during the 01/01/2003 to 09/30/2003 time period, and therefore this same child accounted for 0.79%.

In November of 2003, we erroneously substantiated the allegation of "At risk - sibling abused" for two children who were placed in foster care. These two children represented 1.44% of all children placed in foster care during the 07/01/2003 to 03/31/2004 time period, and 1.55% of all children placed in foster care during the 10/01/2003 to 06/30/2004 time period (because we had an over-all decrease in the total number of children placed in foster care).

The State Department of Social Services (CDSS) issued All County Notice 05-09 on April 29, 2005 that provides standardized instructions regarding how to correctly conclude abuse and/or neglect allegations in the Child Welfare Services/Case Management System (CWS/CMS). These instructions clearly state that allegations should be disposed of as "inconclusive", due to the fact that the Community Care Licensing (CCL) division of CDSS conducts their own independent investigation, as well as local law enforcement agencies (when applicable).

We have provided in-house training to all of our CWS social work staff on the ACN 05-09 procedures, and have developed the following SIP addendum in the hopes of reducing this rate in the future.

Outcome/Systemic Factor: Rate of Child Abuse and Neglect in Foster Care					
County's Current Performance: The County's rate of 1.55 % of child abuse or neglect in foster care for the 9 month review period of October 1, 2003 – September 30, 2004 (latest available data as of April 2005) is significantly higher than the .86% rate for the rest of the State.					
Improvement Goal 1.0. Reduce rate of abuse in foster care from 1.55% to .50% (Federal guideline)					
Strategy 1. 1 Improve the County's data collection methodology and data quality issues.				Strategy Rationale Preliminary analysis shows that there may be significant data collection and quality issues with this measure. Data quality issues may include multiple reporting, or incorrect allegation conclusions.	
Milestone	1.1.1 Align county data collection with statewide standards	Timeframe	June 2005		Assigned to CWS Program Manager; Emergency Response (ER) Supervisor; ER Social Worker staff
	1.1.2 Revisit the CWHSA policy that addresses the child abuse emergency response referrals regarding abuse and neglect in foster care and work to identify any additional referral issues pertaining to out-of-home abuse.		July 2005		
Strategy 1. 2 Utilize a workload review system to check for timely social worker visits with children placed in out-of-home care.				Strategy Rationale Timely social worker visits will help to ensure the children remain placed in a safe and healthy environment.	
Milestone	1.2.1 Create a workload review system, including timely social worker visits with children placed in out-of-home care.	Timeframe	June 2005		Assigned to CWS Continuing Unit Supervisor
	1.2.2 Conduct random case checks (suggested 2 cases per social worker per month) utilizing the caseload review system.		July 2005		

	1.2.3 Schedule weekly individual meetings between the continuing unit social workers and the continuing unit supervisor, including discussion of the random case check results.		August 2005		CWS Continuing Unit Supervisor; Continuing Unit social workers
	1.2.4 At least every third in-person visit between the social workers and the children placed in out-of-home care will be conducted at a location other than the placement home (i.e. school) to enable the children to speak freely and confidentially about how things are going in the home.		September 2005		CWS social workers